

Academy of Training

Negotiation for Success: The Harvard Principles Approach

Overview

The ability to negotiate effectively is critical for success. Be it a major social or policy initiative, a commercial or community project, we must fully understand the process and principles of negotiation, who the key players are and their values and motivations. We must also be able to identify what it is we want to achieve, what we are willing to accept and what is and what is not negotiable.

We must then be able to work towards agreement without damaging relationships. At the same time, we must remain firm under pressure, avoid the hidden pitfalls and handle the tactics used at times to make us concede.

Through the skills of negotiation, we can work constructively towards reaching agreements which not only satisfy us but the other party as well. In essence, we are able to build long-term relationships, respect and trust, the essential ingredients for success.

Objective

The aim of this two-day workshop is assist senior professionals in developing a thorough understanding of the Harvard process of negotiation and to provide them with the skills, framework and methodology necessary to prepare for and conduct negotiations successfully.

Particular emphasis is on enhancing the quality of negotiated outcomes through the promotion of "win - win" results and the building of long-term relationships.

Content: The topics covered in the workshop include:

Negotiation Principles Overview

- Negotiation Skills best practice : The Harvard Method
- Skills, attributes and behaviours of the effective negotiator
- What is negotiation
- Difference between negotiation and other forms of agreement
- Negotiation versus capitulating or fighting
- Factors essential for win-win negotiation outcomes
- Negotiation pitfalls and how to avoid them
- Analysing your negotiation profile – strengths and weaknesses.

The Negotiation Process

- The Harvard steps of preparation for negotiation
- Aiming for win-win outcomes versus win/lose and lose/lose outcomes
- Identifying issues and variables
- Valuing variables – cost of giving and getting
- Valuing offers in the other party's terms
- Evaluating the power base and the strength of alternatives

- Knowing our BATNA and when to reassess our position
- Making “the pie” as big as possible
- Building the zone of possible agreement - our ZOPA
- Trading what is inexpensive for us to give and valuable to the other party
- Practical exercises.

Communication Skills for Successful Negotiations

- Setting the climate for successful negotiations
- Working towards agreement - opening, discussing, proposing, bargaining
- Understanding the roadblocks in communication and how to avoid them
- Working with different personalities and social styles
- Words we use and behaviours we exhibit
- The power of “minimising language”
- Listening, questioning and clarifying
- Dealing with opposition, confrontation and objections
- Saying “No” without damaging the relationship
- Practical exercises.

Managing Challenging Situations

- Using negotiation skills to avoid, minimise or manage conflict
- Negotiation strategies, tactics and difficult people
- Recognising and counteracting games people may play
- Managing competing requests
- Managing the threats to time, threats to cost and scope
- Practical exercises.

Resultant Benefits

On completion of the workshop, participants will understand the principles of the Harvard method of negotiation. They will also learn all the key skills for negotiating successfully in a variety of situations. They will be able to use win-win negotiating techniques and strategies to prepare and present appropriate negotiation packages and use effective communication skills for negotiating quality outcomes.